

2005

ANNUAL REPORT

United States Special Operations Command



Special Operations Forces

FULL-SPECTRUM, MULTI-MISSION FORCES

**MEETING AMERICA'S NATIONAL OBJECTIVES AND
PROTECTING AMERICAN FREEDOMS**



INTRODUCTION



The Honorable Thomas W. O'Connell
Assistant Secretary of Defense
Special Operations and Low Intensity Conflict



Bryan D. Brown
General, U.S. Army
Commander, USSOCOM

The United States Special Operations Command (USSOCOM) is fully engaged in the Global War on Terrorism (GWOT). The asymmetric nature of this war and diversity of the enemy require our nation to employ an exceptionally skilled, highly responsive, and culturally adaptable force. These hallmarks of Special Operations Forces (SOF) are why USSOCOM is assigned a leading role in our nation's fight. Today's battlefield is not defined by geography, sovereignty, or weaponry. Rather, it is an ill-defined battlefield of regional and global networks that terrorists exploit to threaten us and those who share our beliefs. SOF are full-spectrum, multi-mission forces with cultural awareness, capable of conducting the range of strategic missions demanded in this fluid environment.

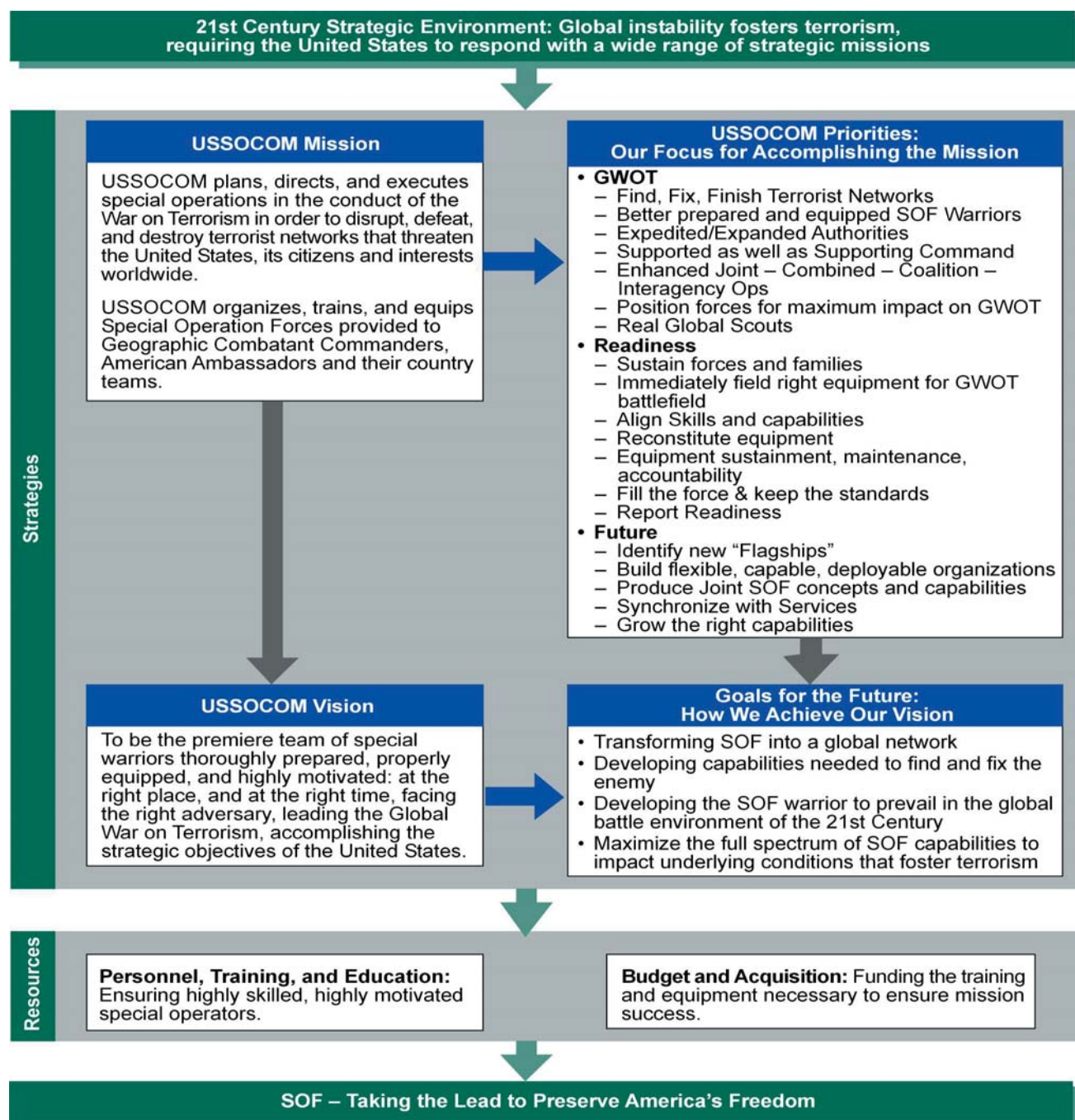
In collaboration with the Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, USSOCOM has made great strides since the September 11, 2001, attacks to rapidly and successfully transition from a command primarily focused on training and equipping SOF, to becoming our nation's lead command for planning and executing the GWOT. We continue to take the fight to the enemy, accepting no borders ... no boundaries, except those defined by our own moral, ethical, and legal standards of conduct. In order to remain decisive on the battlefield of today and posture for success in the future, our priorities remain (1) the Global War on Terrorism, (2) Readiness, and (3) Future SOF. Our strategy for global engagement has transitioned from our old paradigm of "anytime, anyplace" to our new vision of "right place, right time, facing the right adversary."

To ensure lasting success, we must effectively and quickly translate lessons learned from the battlefield into strategy, doctrine, tactics, and training. Given USSOCOM's unique Title 10 acquisition authority, we must also continue to rapidly deliver necessary SOF-unique equipment and technology to our operators and ensure our operational requirements are reflected in our acquisition and budget processes. To accomplish our current and future mission, we must continue to have the support of the President, Congress, and the American people.

The men and women of USSOCOM perform with courage and honor on battlefields around the world. As an integral piece of our nation's joint forces they are shouldering the responsibility for our liberty and security.

PURPOSE OF THE ANNUAL REPORT

The 2005 USSOCOM Annual Report provides an overview of today's SOF. Focusing on the special operator, it provides a perspective on the 21st century strategic environment. This environment provides the context for reaffirming our fundamental mission. The Annual Report describes how USSOCOM is accomplishing three interrelated priorities – the Global War on Terrorism, the readiness of our forces, and the future of SOF. Our initiatives, posture, progress, and requirements are explained within the context of these priorities. We are also focusing on future goals and objectives in order to guide the development of a globally networked SOF. A discussion of budget and acquisition objectives is furnished to complete this assessment of our current posture as we continue to serve the nation today, while preparing for the uncertainties of tomorrow.



CONTENTS

Introduction	3
Purpose of the Annual Report	4
Executive Summary	6
21 st Century Strategic Environment	8
Accomplishing the Mission Today	9
Iraq	
Afghanistan	
Other Regions of the World	
Priorities for Special Operations	14
Global War on Terrorism	
Readiness	
Building Future Capabilities	
Personnel, Education, and Training	18
Budget and Acquisition	21
Goals for the Future	24
Taking the Lead to Preserve America's Freedom	26



EXECUTIVE SUMMARY

USSOCOM Vision

To be the premier team of special warriors, thoroughly prepared, properly equipped, and highly motivated: at the right place, and the right time, facing the right adversary, leading the GWOT, accomplishing the strategic objectives of the United States.

USSOCOM Mission

USSOCOM plans, directs, and executes special operations in the conduct of the GWOT in order to disrupt, defeat, and destroy terrorist networks that threaten the United States, its citizens and interests worldwide. USSOCOM organizes, trains, and equips SOF provided to Geographic Combatant Commanders, American Ambassadors, and their Country Teams.

We are at war with an enemy unlike any we've faced in the past. It is a war against terrorists who are adaptable, resourceful, and innovative. With the help and support of the President, Congress, and the Department of Defense (DOD), we will prevail using new capabilities that enable our operators to become faster and more precise, lethal, survivable, and sustainable.

USSOCOM is pursuing three priorities to win the war on terror and to ensure a competitive advantage in the future.

- **GWOT:** USSOCOM is responsible for leading DOD's GWOT planning and commanding specific GWOT operations. This will remain the Command's highest priority for the foreseeable future.
- **Force Readiness:** Our number one readiness issue is people, followed closely by their training and equipment.
- **Future:** USSOCOM is producing next-generation capabilities that will provide competitive advantages over future adversaries.

Disruption, defeat, and destruction of terrorism

around the globe require an enduring and high level of readiness to sustain the fight indefinitely. We are accomplishing our mission in Iraq, Afghanistan, and other regions of the world.

- In Iraq, SOF conducted independent missions and played an important role in many conventional operations throughout 2004. The Command effectively fused intelligence with operations, resulting in actions that captured or killed the enemy and generated additional information for further operations. Work with Iraqi security forces is producing visible results against insurgents in Fallujah and other enemy strongholds. SOF aviation destroyed large numbers of enemy targets while minimizing collateral damage and providing rapid response to time-sensitive information. Through support to Iraqi self-government, including the recent elections, SOF is helping Iraqis establish a secure future.
- In Afghanistan, using precisely targeted offensive





operations, SOF secured villages near the critical border with Pakistan and in former Taliban strongholds. We also supported Afghanistan's first presidential election and inauguration.

- In other regions of the world, SOF conducted a wide range of activities to fight terrorism and promote democracy. This included a broad range of training and operations conducted by, through, and with local forces. We also provided extensive humanitarian assistance worldwide, including support to victims of the tsunami in the Indian Ocean basin.

The Commander's acquisition authority, similar to that of the Military Services, is vital to USSOCOM's success. As a Combatant Command, this authority allows USSOCOM to match war-fighting and funding priorities ensuring rapid development and acquisition of SOF-unique equipment. This provides the agility necessary to equip SOF warriors to operate with speed, stealth, precision, lethality, survivability, and sustainability. To meet the challenges of the current and future environment, the Command has established three goals:

- *Transforming SOF into a global network to play a dramatically larger role in the GWOT –*

The Command will use the Global Counterterrorist Network to position and manage SOF around the world in synchronized and simultaneous operations against terrorist organizations.

- *Developing and integrating the capability to find, fix, and finish the enemy –* SOF will continue to enhance unconventional warfare capabilities to expand the set of options available to policy makers. At the same time, we will maintain and improve capabilities to support conventional forces.

- *Concentrating on the special operations warrior to enhance their individual and collective skills, abilities, and talents –* The Command will continually adapt and grow our education and training capabilities, ensuring that special operators possess critical leadership qualities and technical skills while being empowered to take the initiative.

Special Operations Forces continue to be the cornerstone of America's military operations since the beginning of the GWOT. In an environment of asymmetric threats, SOF are this nation's asymmetric force. With the support of the President, Congress, and the American people, we are applying energy, focus, skill, and determination to take the fight to the enemy and win.

21ST CENTURY STRATEGIC ENVIRONMENT

As a nation, we are at war. It is unlike any war we have faced in the past. Today and for the foreseeable future, we face enemies that fight not for the conquest of people or terrain, but pursue a war of ideas, and have the destruction of western civilization as their ultimate goal.

The world's population will continue to increase with significant and disproportionate growth in non-democratic, developing, and poor countries where education systems are already overburdened, economies are nearly bankrupt, and extremely limited opportunities exist for individual growth. These conditions, when



combined with extreme fundamentalism and corrupt and autocratic regime leadership, will continue to aggravate, destabilize, and make ungovernable significant portions of the globe and provide the walking bombs – the foot soldiers – of terrorism.

These terrorists and their networks stretch to all corners of the globe. As enemies, they are adaptive, resourceful, and difficult to track. Compartmentalized into remote and smaller networks and groups, they limit and disguise access to their communications nodes, infrastructure, and especially, their leadership. Recognizing no borders or boundaries and having little respect for human life or values different from their own, terrorists ignore the international laws of warfare and use terror, torture, and indiscriminate killing of men, women, and children as a standard operating procedure.

Terrorists cannot match the capabilities of the United States, yet our overwhelming military strength and distant shores no longer serve as deterrents. As in Iraq, they will rely on adaptive means to counter our warfighting strengths, developing innovative uses of explosives, and employing people and machines as missiles. They will continue to aggressively seek weapons of mass destruction and use or adapt them for new applications to change the nature of warfare and to elevate the cost of opposing them.

Terrorists have demonstrated repeatedly that they are willing to inflict massive casualties on others who do not share their religious and political views. The mission of SOF is to find them and fight them at the right place and at the right time with the right force to ensure victory – maximizing destruction of the terrorists and minimizing the collateral damage to the innocents they hide among.

ACCOMPLISHING THE MISSION TODAY



USSOCOM has evolved since September 11, 2001. This evolution in purpose and focus is spelled out in the updated USSOCOM mission statement. Our two-part mission is clear. We “plan, direct, and execute special operations in the war on terrorism” as the lead combatant command, and we “organize, train, and equip” SOF. In this dual role, we provide the full spectrum of SOF capabilities through the most effective use of information and application of force to find, fix, and finish terrorists.

USSOCOM is small and unique. The advantage in our size is that we can combine our force provider role with our warfighter mission in unique ways that allow us to act aggressively with speed, creativity, and boldness. Our interagency, conventional, and coalition relationships have never been stronger. This joint/coalition/interagency team brought freedom to millions in Afghanistan and Iraq. As we transition to the post-election environment, joint, combined, and interagency efforts will be more critical than ever to win the peace, as we continue on the path to a more stable and secure world.

Iraq

SOF operations, in support of the United States Central Command (USCENTCOM), remain focused on defeating anti-coalition militia elements and denying them freedom of movement and action throughout Central and Northern Iraq. One of the keys to our success has been the ability to fuse intelligence with operations, resulting in actions that



not only capture or kill the enemy, but also generate additional information for further operations.

In close coordination with Iraqi and coalition forces, SOF played a critical role in virtually every major operation in Iraq during 2004. This included the defeat of the insurgent offensives in April and August, the liberation of Fallujah in November, and coalition victories in Najaf, Samarra, and Ramadi. In these and other operations, SOF conducted numerous offensive actions resulting in a significant number of detainees. In addition to their combat effectiveness, SOF personnel show extraordinary maturity, cultural awareness, and sound judgment. SOF, in coordination with conventional forces, continue to execute an aggressive offensive strategy against terrorists, and they do so in a way that minimizes a negative impact on Iraqi citizens.



ACCOMPLISHING THE MISSION TODAY



A very visible and successful Special Operation Foreign Internal Defense mission has been our work with Iraqi security forces. Trained by U.S. Special Forces, the Iraqi 36th Commando Battalion and the Iraqi Counterterrorism Battalion, are now capable of providing ongoing security against insurgents. These units fought valiantly in Fallujah, Najaf, and Samarra alongside Army Special Forces.

Civil Affairs (CA) and Psychological Operations (PSYOP) were essential in facilitating the elections in both Afghanistan and Iraq and will continue to play critical roles in the stabilization and reconstruction of both countries. Dissemination of truthful information to foreign audiences in support of U.S. policy and national objectives is a vital part of the effort of special operations to secure peace. Culturally-oriented PSYOP units with selected language skills are supporting commanders and other U.S. government agencies in operations ranging from humanitarian assistance to weapons collection. PSYOP forces have an aggressive program of providing handbills to children explaining the threat of unexploded ordnance and minefields. Additionally, through leaflets and broadcasts, PSYOP forces disseminate information to raise awareness about the Rewards for Justice Program. SOF then facilitate the linking of individuals possessing information with the appropriate agencies. PSYOP forces use

nonviolent means in often violent environments to convince adversary, neutral, and friendly nations and forces to take action favorable to the U.S. and its allies. These forces, along with CA units, are force multipliers and essential to our long-term success in the GWOT. CA specialists quickly and systematically identify critical infrastructure requirements needed by local citizens. They also locate civil resources to support military operations, help minimize civilian interference with operations, support national assistance activities, and establish and maintain liaison with civilian aid agencies, commercial, and private organizations. CA forces are currently working with local governments of Iraq and Afghanistan and international humanitarian organizations to rebuild infrastructure and restore stability. They facilitate, plan, and coordinate repairing wells, providing food to hungry children, bringing medical care to families, and are hard at work helping to rebuild school systems to counter radical thought through education. CA forces become advocates for their plans to synchronize indigenous populations and aggressively seek funding for regional projects. Three-quarters of our PSYOP personnel and more than ninety percent of our CA personnel are in our Reserve Component.

Applying lessons learned from earlier successes against the Taliban in Afghanistan, our ground forces in Iraq have worked closely with conventional airpower to eliminate insurgents and other terrorists. SOF aviation has also been highly effective, de-



destroying a large number of enemy targets while minimizing collateral damage and providing rapid responses to time-sensitive information. We have rescued hostages and assisted local law enforcement agencies in capturing terrorists who murdered western hostages. In the waters of the Persian Gulf, we have conducted maritime interdiction operations to disrupt terrorist movement and operations.

We are committed to helping the Iraqis, in support of USCENTCOM's implementation of U.S. strategy – to establish a secure and peaceful future. Our forces have played major roles alongside their conventional and coalition partners in supporting the road to Iraqi self-government and lasting security. Although much work remains, the very successful recent election is a striking example of SOF's contributions to the GWOT.

Afghanistan

Special Operations Forces continue to make vital contributions in Afghanistan to the war on terror and ensure stability in the region. Major strategic events enabled by SOF include Afghanistan's first-ever national election and inauguration of its president. SOF operations focused on supporting these two historic events and were critical to these strategic victories. In precisely targeted offensive operations, SOF killed and captured hundreds of terrorists and insurgents. These operations have been crucial to securing cities near the critical area along the border with Pakistan and in former Taliban strongholds. SOF manned dozens of small camps in areas frequented by insurgents and terrorists, inhibiting enemy operations and enhancing the security of the Afghan population. The enemy repeatedly attacked these small camps, but SOF, conventional, and coalition forces defeated all enemy offensives and inflicted heavy enemy casualties.



Throughout Afghanistan, SOF conducted Unconventional Warfare (UW). A SOF core task, UW includes a broad spectrum of military and paramilitary operations, normally of long duration, conducted by, through, and with surrogate forces. This capability is unique to SOF and will continue to be an important skill in future operations.

As in Iraq, major coalition goals include building up Afghan forces so they can conduct effective military operations, thereby increasing the legitimacy and popular support of the government. SOF empha-



ACCOMPLISHING THE MISSION TODAY



sized combined operations, with the Afghan National Army taking the lead role throughout the country to accomplish these goals.

Coalition forces, including SOF, assist in the counter-narcotics effort in Afghanistan by reporting, confiscating, or destroying drugs and drug equipment encountered in the course of normal operations. PSYOP forces assist these efforts by executing a long term anti-drug information campaign, while coalition forces share intelligence with, and provide training for, Afghan security forces.

Other Regions of the World

In addition to supporting the Commander, USCENTCOM, SOF is conducting GWOT missions around the globe. In the Pacific Theater, SOF supported the Commander, United States Pacific Command (USPACOM), by providing assistance to allied nations seeking to stem narcoterrorism, as well as removing mines laid during four decades of regional conflicts. SOF supported OPERATION ENDURING FREEDOM-Philippines (OEF-P) with Joint Special Operations Task Force-Philippines (JSOTF-P) and provided operational planning and special skills training to Philippine Armed Forces personnel.

SOF worked successfully with Philippine military forces throughout the country to prevent the disruption of national elections. In addition, U.S. Navy SOF personnel worked with their counterparts to conduct expanded maritime interdiction operations around the archipelago.

The earthquake and tsunami of December 2004 brought horrific destruction to countries around the rim of the Indian Ocean, and SOF, in support of USPACOM, responded immediately

to provide humanitarian assistance to those affected by this devastating natural disaster. Through the use of specialized skills and equipment, SOF supported U.S. and international relief efforts. SOF Soldiers, Sailors, and Airmen provided their expertise in diverse areas including a PSYOP information program; airlift and airfield management; and the delivering and distributing of medical care and supplies in conjunction with U.S. Air Force, Army, Navy, Marine Corps, and civilian organizations.

In South America, SOF actively supported U.S.





Southern Command and the government of Colombia in its fight against terrorists, narcotics trafficking groups, and insurgents. SOF supported counter-narcoterrorist deployments, providing training assistance to Colombian special operators that included establishing a special operations command and control organization, continuing long-standing CA and PSYOP activities, and fusing their intelligence function with operational planning. By the end of 2004, the Colombian military and police forces, with help from SOF, made notable progress in the fight against narcoterrorists. Additionally, PSYOP implemented effective information campaigns in Peru and Paraguay.

In support of Commander, United States European Command, SOF worked with security forces from several African nations to enhance their counter-terrorist capabilities by conducting two-month training periods with indigenous forces focused on weapons training, communications, and logistics. This effort was designed to eliminate sparsely-populated border regions as potential terrorist safe-havens before terrorists arrived in force. PSYOP forces continue to play a key role in North Africa by informing populations in remote areas about the dangers of terrorist organizations. In the Balkans, CA, PSYOP, and other special operations units, supported operations in Bosnia, bolstering civil institutions to help maintain peace. SOF joined our NATO special operations allies to form a Response Force in support of the 2004



Olympics in Athens, Greece, a high value potential target for international terrorists. This response force was fully integrated into the security task force of the Olympic Games and ensured that terrorists did not disrupt the Games.

In addition to short-term operations, SOF long-term activities help develop the strategic environment by contributing directly to deterrence efforts. SOF participated in more than 60 Joint Combined Exercise Training events globally with host-nation forces in FY 2004.

PRIORITIES FOR SPECIAL OPERATIONS

USSOCOM's mission clearly defines our priorities to focus on the disruption, defeat, and destruction of terrorists and terrorism around the globe. We will sustain that fight indefinitely by keeping readiness a priority for the long term. While remaining on the offensive in the GWOT, we will simultaneously leverage every possible technological and doctrinal advantage.

operations.” In this role – leading the planning and synchronization of DOD activities in support of the GWOT – USSOCOM matured and transformed into a warfighting command. To support current GWOT operations underway in Iraq, Afghanistan, and worldwide, we have restructured and enhanced USSOCOM capabilities. This includes implementation of a Standing Joint Task Force



USSOCOM's special operators, carefully-selected, highly-trained and well-equipped, continue to be “the worst nightmare of American worst enemies” as President Bush stated in June 2004.

Global War on Terrorism

USSOCOM's number one priority is the Global War on Terrorism. The Secretary of Defense expanded USSOCOM's role to include leading DOD's Global War on Terrorism planning effort and commanding specifically designated GWOT

Headquarters that offers an in-place capability for seamless planning and execution of operations that span the spectrum of conflict.

The newly created Center for Special Operations is a joint and interagency directorate with the sole responsibility for planning, supporting, and executing special operations in the GWOT. Establishing the Joint Operations Center has greatly increased the capability of the headquarters to monitor and, when necessary, to command and control GWOT operations. Real-time Blue Force Tracking and

Unmanned Aerial Vehicles (UAV) feedback combined with Web Information Center technology provide detailed situational awareness. Use of the Defense Collaborative Tool Suite enables real-time simultaneous coordination with Geographic Commanders, agencies, and the Joint Staff worldwide, and greatly reduces planning and execution timelines. We also activated the Special Operations Joint Inter-agency Collaboration Center to provide mission planners with new capabilities using data mining, nodal analysis, and visualization tools to assimilate disparate data from different agencies that can provide focused intelligence information.

SOF Characteristics

Special operators have specialized skills, equipment, and tactics. They are organized with regional focus to take advantage of language skills, political skills, and cultural sensitivity training. As a small flexible, joint force SOF are more often acceptable in areas where larger conventional forces are not.

In this war of ideas, we will not triumph solely through military might. We must fight terrorist networks and their supporters using every instrument of national power. Progress will come through the persistent accumulation of successes – some seen, some unseen. Our goal will be reached when Americans and other civilized people around the world can lead their lives free of fear from terrorist attacks.

Readiness

To accomplish their missions, SOF Soldiers, Sailors, and Airmen must possess highly specialized skills. Because missions usually involve operations



by small teams inserted deep into hostile territories, high-caliber professionals with intelligence, problem-solving skills, mental toughness, flexibility, and extraordinary strength of character will continue to be required. Most special operators are fluent in one or more of the ten languages taught at the JFK Special Warfare Center and School (SWCS), and then assigned to units with a regional focus to strengthen relationships with specific indigenous forces.

During FY 2004, SOF deployed globally at the highest sustained weekly average operations tempo in our history, with 6,584 SOF personnel deployed outside the continental U.S., and 1,300 more deployed on training missions within the continental U.S. This ops tempo is expected to continue through FY 2005.

While our current operations tempo is manage-

PRIORITIES FOR SPECIAL OPERATIONS



able, it is stressed in certain critical specialties—including CA, PSYOP, Combat Controllers, Combat Weathermen, Pararescuemen, Rangers, SEALs (sea, air, land), Special Forces, and Special Operations Aviation. By the end of FY 2006, SOF is expected to grow by 1,405 members to an end-strength of 52,846. We are adding personnel to our active duty SEAL teams, increasing active Special Forces Group strength, and adding personnel to the 16th Special Operations Wing to support forward-deployed and rotational requirements. An additional MH-47 battalion will join the 160th Special Operations Aviation Regiment. We are adding four PSYOP companies (Reserve), two PSYOP companies (Active), two CA battalions (Reserve), and two CA companies (Active).

Increasing SOF personnel is not a near-term



solution, as *SOF cannot be mass-produced, nor created quickly after emergencies occur*. It takes at least 12 months to meet the SOF initial qualifications and 24 or more months to be fully qualified in most specialties. USSOCOM, in order to increase throughput and maintain quality standards, invested significantly in additional instructors at the Command's schools. To help maintain proficiency, reduce the training burden, and guarantee continued excellence in SOF, the Command, with the support of Congress, secured a comprehensive retention package designed to affect and influence specific SOF operational specialists and their families at career decision points. Increased retention of experienced special operators and additional capacity at the command's schools will help meet today's demands on the SOF force and ensure tomorrow's force is there and ready when needed.

Building Future Capabilities

The Command's main goal for the future is to identify and develop the capabilities SOF will need to remain the decisive part of a joint, coalition, and interagency team, while maintaining the readiness required to shape and respond to the world today. Future SOF must be positioned to respond rapidly to time-sensitive targets in the GWOT; provide strategic responsiveness as an early entry force; possess state-of-the-art battlefield command, control, communications, computers, and intelligence, surveillance and reconnaissance; and



continue to increase cultural, regional, and linguistic expertise.

Long term success in the GWOT depends largely upon our ability to rapidly employ a sustainable mix of SOF capabilities. In addition to finding and eliminating the terrorists, our CA and PSYOP forces will help eliminate the underlying conditions that feed terrorism through stabilization and reconstruction operations. Winning this war will require a change in our thinking, not just our force structure. It is not just winning hearts and minds, it is winning the war of ideas.

USSOCOM pursues a holistic approach to training, doctrine, organizational structure, and technology. We continue to blend the authorities, functions, and activities of a supported combatant command with our current Service-like attributes to effectively develop, maintain, and enhance integrated joint SOF forces and capabilities. The Command will cut across national, regional, and geographic boundaries by networking key counterterrorism and counterinsurgency command and control nodes and by employing a tailored mix of assigned, attached, and supporting joint forces and capabilities.

USSOCOM will also continue its close relationship with the Marine Corps, forged on and off the battlefield, as we explore several joint initiatives to further enhance our warfighting capabilities. Additionally, SOF must maintain and improve capabilities to support conventional forces and facilitate the development of indigenous capabilities in the fight against terrorists. A robust Unconventional Warfare capability greatly expands the set of options available to policy makers.

USSOCOM remains concerned with actionable, tactical intelligence. The “find” piece of “find, fix, and finish” is an intelligence challenge. That is, we



have to find out *who* the adversaries are, *where* they are, and we must have the right forces in the right place at the right *time* to capture or kill them. The Command works to develop capabilities like signals intelligence, imagery intelligence, and unattended sensors, that channel the proper intelligence information to our analysts and operators – so we can hear, see, and capture terrorists – regardless of where they are on the globe. This persistent Intelligence, Surveillance, and Reconnaissance concept is a fusing of all-source information and intelligence to enable continuous support of responsive decision-making and rapid action.

We operate UAVs for reconnaissance in Iraq and Afghanistan today, and aggressively pursue remote intelligence systems and denied-area access technology. We must continue to improve these capabilities, especially our ability to find and track targets in all weather conditions. USSOCOM’s number one technological shortfall is in our ability to persistently and remotely locate, tag, and track targets. We need “unblinking eyes” over target areas.

PERSONNEL, TRAINING, AND EDUCATION



USSOCOM Values

Integrity creates a force that can be relied upon to operate to the highest moral standards, project the nation's values, and conduct its most sensitive missions.

Courage clearly means uncompromising moral and physical courage under all conditions.

Competence is maintaining the highest levels of tactical and technical competence, with continuous improvement as our trademark.

Creativity encourages the use of innovative, imaginative solutions to accomplish complex, demanding challenges.

The central defining quality of SOF has always been its distinctive personnel – the SOF warriors. Special operators must be the best prepared



Soldiers, Sailors, and Airmen possible. They must possess the USSOCOM core values that guide us collectively, allowing Commanders to plan and engage in operations with these values as driving factors.

Attracting and Retaining Personnel

To effectively accomplish our current and future mission, USSOCOM must continue to attract qualified personnel. We grew by 2,565 military and civilian positions in FY 2004 and will add another 1,593 positions in FY 2005. These positions provide increased operational capabilities across the SOF Army, Air Force, and Navy components, along with command and control for various organizations. The personnel increases posture USSOCOM to handle the increased demands associated with leading the GWOT.

It is important that we retain as many of our highly-trained and experienced personnel as possible. We are implementing the comprehensive retention program approved by DOD to aggressively pursue retention of SOF Soldiers, Sailors, and Airmen. These incentives are expected to provide effective re-enlistment motivation for our enlisted personnel in critical specialties throughout their careers. We will continue to pursue other initiatives and programs that cover the complete lifecycle of SOF to ensure we maintain combat readiness now and well into the future.

Readiness extends to SOF families and innovative family support programs are vital. Taking care of SOF families fosters peace of mind to our warriors deployed in harm's way. In 2004, we inaugurated our Enlightened Warrior educational program that provides SOF-friendly degree programs on-line through four nationally accredited universities for personnel and their dependents. We are developing a USSOCOM Family Action Plan designed to assist the SOF warrior

and family. In addition, we established relationships with local governments to assist in spousal employment opportunities. We continue to build on this foundation of family readiness with expansion where and when it can have positive effects on the morale and well-being of SOF personnel and their families.

Training and Education

Training and education are essential to ensure individuals and units master the tactics, techniques, and procedures through which they accomplish their missions. As the strategic environment continues to change dramatically, so must the training that SOF personnel receive throughout their careers. Training and education must and will continue to prepare SOF warriors to learn, improvise, and adapt to constantly changing threats.

All SOF undergo rigorous, mission-specific training far beyond that required by conventional forces. USSOCOM added instructor and sup-



port training personnel at SWCS and the Naval Special Warfare Center to enable an increase in SOF-qualified graduates to fill greater demands for the special operator.



PERSONNEL, TRAINING, AND EDUCATION



SOF are inherently versatile which allows them to operate with interagency and coalition forces. The GWOT placed greater demands on the SOF language capability than in any war in the past. To meet the requirements of working with allies and indigenous peoples with languages and dialects that were nearly unknown four years ago, USSOCOM is enhancing our language program. The focus is continued training in the “big footprint” languages that support the Geographic Combatant Commanders, while adding training in disparate languages to support GWOT mission profiles.

In order to remain at the forefront of capabilities, USSOCOM leads in the continued development, refinement, and implementation of sophisticated live, virtual, and constructive simulations to better support SOF and overall joint training. To support state-of-the-art simulation and training systems, USSOCOM continues to enhance Database Generation Systems that provide robust, realistic support to sophisticated SOF training and rehearsal systems. In addition, USSOCOM established a Lessons Learned Branch and web

portal, and is incorporating this information into SOF training as refined teaching points to improve tactics, techniques, and procedures.

The SWCS is significantly changing the way it trains Special Forces Soldiers. The plan concentrates on enhancing core skills for UW, linking the program of instruction to the battlefield, and placing greater emphasis on foreign language training. This will produce a Special Forces warrior who is better prepared with the skills necessary for fighting and winning on today’s battlefield.

The Joint Special Operations University (JSOU) is transitioning from a developing organization into a mature, established educational institution recognized for its contributions to SOF readiness. Foremost in this transition was the initiation of a command-wide education requirements analysis to establish JSOU’s direction for the next decade. This will furnish USSOCOM’s first comprehensive strategic plan for joint SOF education as we confront the increasingly complex and formidable security challenges of the future global environment.

BUDGET AND ACQUISITION

At the heart of USSOCOM's strength is the Commander's acquisition authority, which is similar to that of the Military Departments. Among the responsibilities assigned to USSOCOM under Title 10, Section 167, are developing and acquiring "special operations-peculiar" equipment. With exceptional support from Congress, the Secretary of Defense, the Services, and industry partners, these authorities have been instrumental in equipping today's world-class SOF team to perform a broad range of SOF missions.

FY 2004 Supplemental Request

As part of the President's request for FY 2004 urgent and essential supplemental appropriations in support of ongoing military operations in Iraq, Afghanistan, and elsewhere, USSOCOM received more than \$1 billion in additional FY 2004 funding. These additional funds were used to support deployments and incremental costs of special operations-peculiar material and services used to conduct or support operations. The funding was used to procure aircraft modifications; command, control, communications, computers and information equipment; ammunition; and various types of protection systems and equipment to improve SOF survivability.



FY 2005 Budget Highlights

USSOCOM's FY 2005 budget centers on the concept of funding the right training and equipment to ensure mission success. Fundamental to mission success is the readiness of our SOF warriors and their unique skill sets, including the Reserves and National Guard who fight side-by-side with our active duty forces. The USSOCOM FY 2005 President's Budget provides the resources necessary to continue full-spectrum, multi-mission, global SOF engagement that presents a comprehensive set of unique capabilities for the nation. To meet the challenge of the new strategic environment, USSOCOM is focused on training, organizational structure, and technology. The FY 2005 Budget funds command and control infrastructures that complement those of the other Combatant Commands and invests in programs and systems that improve SOF capabilities.

FY 2006 Budget Request

USSOCOM's FY 2006 President's Budget request is about \$6.5 billion – three percent more than the FY 2005 appropriated amounts. This request includes military pay and allowances to ensure that, now and in the future, our nation has



BUDGET AND ACQUISITION

SOF capable of defeating terrorist organizations worldwide. Our Operations and Maintenance budget request grows \$85 million, to \$2.2 billion, which also includes a \$22 million increase for training, as well as funds associated with sustaining SOF-specific weapons systems.

Acquisition Success Stories

The acquisition authority of USSOCOM has been instrumental in producing today's world-class joint SOF team. Acquisition projects continued to support SOF warfighters engaged in the GWOT with Urgent Deployment Acquisitions (UDAs) to expeditiously field capabilities. Some of these included the Red Force tracking devices for tagging, tracking, and locating enemy equipment and personnel; short range UAVs for local reconnaissance and tactical situational awareness; and improvised explosive device countermeasures. An increased emphasis on improving SOF Warrior Systems, such as body armor with multiple load carriage systems, helmet communications, and

enhanced combat casualty care equipment, has brought greater safety to our warfighters.

We continued development of the CV-22 with the delivery of an additional test asset. The Advanced SEAL Delivery System (ASDS) was declared an acquisition category 1D program in preparation for a Milestone C decision early in FY 2006. Development of a lithium ion battery extends ASDS endurance, and redesign of the tail readied the craft for follow-on test and evaluation in FY 2005.

In the aviation area, USSOCOM advanced in several areas. We are increasing the inventory of low-density, high-demand specialized aircraft such as our MC-130H Combat Talon IIs and our AC-130U Gunships, as a high priority. We continued to modernize and extend the life of our rotary wing fleet and to develop a suite of infrared/radio frequency countermeasures and survivability modifications to protect our aircraft and SOF





warriors. This includes our MH-60 Blackhawk modernization and our MH-47G Chinook Service Life Extension Program.

USSOCOM has an exceptional capability to provide rapid and focused acquisition and logistics support to our SOF warfighters and to quickly adapt to changing requirements. The Special Operations Acquisition and Logistics Center was very effective at adapting to changing and rapidly emerging requirements during Operations ENDURING FREEDOM and IRAQI FREEDOM. The Command's processes for responding to

Combat Mission Needs Statements and UDAs permitted the prompt fielding of numerous equipment systems to meet the urgent requirements of our deployed forces. Advanced technology systems were fielded in as little as seven days with most systems delivered to combat forces in less than six months. Examples of these systems include: target video downlink capability from AC-130, A-10, and AV-8B close air support aircraft to SOF ground forces; mobile jammers; multi-band inter-team radios; communication kits for theater rotation-pool vehicles; multi-spectral targeting systems; and various UAV platforms.

GOALS FOR THE FUTURE



Our goals for the future identify and develop the capabilities SOF will need to remain a synergistic and decisive force of the future. SOF must be postured to respond rapidly with short notice to diverse targets.

The science of today is the technology of tomorrow and USSOCOM will continue our commitment to identify, leverage, and harvest emerging technologies and the visionary application of those technologies to our SOF missions. By supporting future technology development, SOF will prevail in the battle environment of the 21st century and technology will remain a force multiplier for SOF.

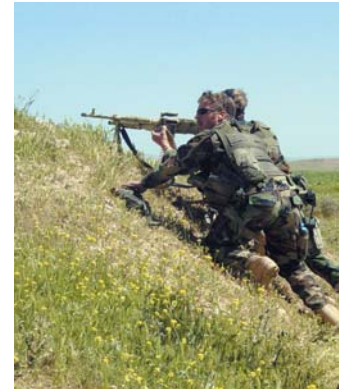
In order to guide the development of globally-networked SOF, the following goals are established to focus efforts for the future.

Joint SOF will transform into a global network to play a dramatically larger role. The Command will use the Global Counterterrorist Network (GCTN) to position and manage SOF in

synchronized and simultaneous operations around the world against terrorist organizations, their allies, and sponsors. The GCTN will synchronize global information to gain persistent close-in visibility and coordinate interagency and partner nation efforts while integrating command and control. These operations will be coordinated by USSOCOM and Geographic Combatant Commanders through their Theater Special Operations Commands, which will serve as the focal points for joint SOF missions conducted within their regions.

Joint SOF will develop and integrate the capabilities needed to find and fix the enemy.

Operating against enemy terrorist networks requires substantial effort to identify the terrorist operators and leadership. SOF must facilitate the development of indigenous capabilities to fight against terrorists and rogue regimes, while maintaining and improving capabilities to support conventional forces. The concept of a GCTN is designed to position SOF in key locations to collect and disseminate information. Developing



greater situational awareness in priority countries and regions will enhance SOF effectiveness in combating terrorist networks.

Joint SOF will concentrate on the special operations warriors to better develop their individual and collective skills, abilities, and talents. SOF anticipates continued global employment in the near future. They will have to operate simultaneously in more than one Geographic Combatant Commander's area of responsibility against elements of the same global enemy. For SOF the challenge is immense: how to train for the enormous and demanding range of functional skills necessary to meet USSOCOM's core tasks, while adapting intellectually to the global demands of this war against an enemy who holds no territory. Historically, SOF show uncommon audacity when faced with insurmountable tactical challenges. Today, SOF must display this same self-assurance in embracing rapid change in its own culture and adaptation to transform for

the realities of tomorrow. The basic building blocks of this system are the trained SOF operator; protection, concealment, sustainment, and mobility of the operator and his supporting equipment and systems; sensors and communications; weaponry; and power sources. Thus, we intend to use advanced technology as a tool that helps us achieve superior and/or disruptive capabilities in these areas.



TAKING THE LEAD TO PRESERVE AMERICA'S FREEDOM

The struggle against global terrorism is different from any other war in our history. We will not triumph solely or even primarily through military might. Winning the GWOT requires enhanced joint, combined, coalition, and interagency operations that not only find, fix, and finish terrorist networks, but also address the underlying conditions that foster terrorism. We must fight terrorist networks and their supporters using every instrument of national power.

SOF Soldiers, Sailors, and Airmen remain the cornerstone of our military operations since the beginning of the GWOT. SOF will continue to take a lead role in this war by bringing terrorists and their supporters to justice, or by bringing justice to them. All of USSOCOM is in high gear – a tempo we expect to maintain for a long time. The GWOT sharpened the focus of our entire Department of Defense on immediate objectives, and at the same time, objectives well into the future. In order to chart the proper course, we must be able to visualize the end state we intend to achieve, and see the picture of how SOF will operate in the future on tomorrow's battlefield.

We must all work to make this vision a reality. As we do, we see our goals and objectives achieved. Our efforts will remain focused on our mission. Our success will come from the finest trained and prepared warriors in the world who are in the right place at the right time. It will be clear that SOF are key to America's and the world's defeat of terrorism and radical, violent Islamic fundamentalism that threaten freedom and democracy everywhere. In an environment of asymmetric threats, SOF is this nation's asymmetric force. With energy, focus, skill, and determination, we will take the fight to the enemy and win. The future of this nation demands it.



SOF TRUTHS

1. Humans are more important than hardware.



2. SOF cannot be mass produced.



3. Quality is better than quantity.



4. Competent SOF cannot be created after emergencies occur.



United States Special Operations Command



S_{pecial}

O_{perations}

F_{orces}

Quiet Professionals